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ABSTRACT

Catholic education is a ministry of the Catholic Church and a primary means of evangelization. The ministry of development, an integral part of Catholic education, is basically one of developing people and helping them to grow. The chief administrator is pivotal in this ministry and is responsible for quality Catholic education, sound business management, and effective public relations--the three interdependent components of a successful development program. Quality Catholic education places religion at the center of the curriculum and, in so doing, attracts students, staff, and financial supporters who will strengthen and support the program. Sound business management that involves the use of organization charts, function charts, budgets, and planning conveys to investors the soundness of the school. Effective public relations secures the financial future of Catholic education by attracting students and donors. The chief administrator is responsible for this development program internally as well as externally. Internally, the administrator is responsible for all employees, the quality of the physical environment, and the development of parents and students. Externally, the administrator is concerned with developing alumni, alumni parents, businesses and corporations, foundations, and so forth. Recent articles suggest ways to attract major funding and emphasize constant attention to the faith dimension. (IW)

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

THE ROLE OF THE CHIEF ADMINISTRATOR IN DEVELOPMENT

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INTRODUCTION

Fifteen years ago, the concept of development was common to colleges and universities, but unheard of in Catholic secondary schools. Today, the concept of development is important to Catholic secondary and elementary schools as well as colleges and universities. This is evidenced by the fact that the NCEA has initiated this development symposium and also by your attendance here today.

As we begin, I'd like to tell you a bit about myself. Jesus tells us in the Gospel that he has chosen us, not that we have chosen him. I believe that this is true and that, for whatever reason, God wants me to work in the ministry of Catholic education and in the area of development. I was ordained in 1978 for the Archdiocese of Omaha. Before I even moved to my first assignment, in fact before ordination, the pastor called me at my home and asked if I would be interested in doing campus ministry at the parish high school, teaching junior and senior religion and being department chairperson. I agreed to this. I spent three years in this parish and in the high school. In 1981, I became chaplain at a high school in Omaha and taught religion and French. In 1983, the Archdiocese of Omaha started a new educational program, St. Joseph High School, by combining two student bodies whose schools had closed. The Archbishop appointed me president of the new school and gave me the task of beginning St. Joseph. A very important part of the success of St. Joseph is our development program.

Today, I want to share with you my experience in the field of development. In doing so, I want to first of all clarify what development is. For a development program to be effective, there are certain requirements for the educational program. With this type of understanding, we can then talk about the role of the chief administrator, looking at function charts and job descriptions. We will then look more specifically at development in action in a Catholic school. Finally, we will conclude by taking a look at what others say.

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DEVELOPMENT

First of all, development is a ministry. It is concerned with the growth of a program. But a program cannot grow unless people grow, so development is concerned with developing people, cultivating people, heping people to grow. Perhaps an example can illustrate this.

Last year, General Motors was looking for a place to build the plant for their new line of cars, the Saturn. Nebraska was one of the states in the running for the location of the plant. The Economic Development Director for the state of Nebraska made several trips to Michigan, sometimes accompanied by the governor, to present to General Motors the reasons why they should choose Nebraska for the location of their new plant. The State Economic Development Director was concerned with the growth of the economy of the state of Nebraska. His goal was to convince GM to decide to build in Nebraska. In working towards his goal, he worked with people. He worked at developing people, cultivating people at GM. Being accompanied by the governor also made a statement to GM, that Nebraska was interested enough in this project to send its chief executive, its chief administrator. Now Nebraska was not successful in convincing GM to build in Nebraska, but I bet that the people at GM know a lot more about Nebraska now than they did before and that if they are looking for a place to expand, Nebraska will be one of the locations given consideration.

Development is the ministry of giving people the opportunity to invest in an important ministry of the Church. Development is concerned with the growth of people. It is the growth of people that causes the growth of a program.

REQUIREMENTS FOR A PROGRAM

For a development program to be successful, there are certain qualities it must possess. These can be expressed in the form of an equation. Quality Catholic education plus sound business management plus effective public relations equals people and dollars, that is people and dollars are attracted by an overall quality program.

Quality Catholic Education

A quality Catholic eucational program involves people of faith. Faith is an important element for everyone associated with the program. Faith however does not replace professional competency. For a quality program, teachers and staff must be professionals and must be competent.

A Catholic school should exude Catholicity. There is no need today for apologetics. We are proud to be Catholic and to be able to share in the ministry of Catholic education. If we are not proud of being Catholic, how do we transmit to students a pride for their faith? The center of a curriculum

for a Catholic school should be the religion curriculum. Religion is as much an academic subject as is math or history or science. Coupled with this should be a strong campus ministry or service program. This should be designed to help students live the faith they learn about in the classroom. The unique advantage of a Catholic school is that we can address the educational needs of the total person: spiritual, intellectual and personal.

Sound Business Management

Sound business management is also an important factor in attracting people and dollars. Operating a school is like operating a business. The use of organization charts, function charts and budgets convey to others the soundness of your school. Planning, for the present as well as for the future is also very important. Long-range planning helps to prevent crisis management. People who perceive a well run school with smooth operations will be more likely to invest in that program than in a program that does not convey an attitude of professional management.

Effective Public Relations

Unless we have some way of telling others about our program, we will find it difficult to attract friends for our program. If our program is so fantastic and we are so proud of it, then there must be a way of getting the word out about our program besides shouting it from the rooftops.

Working with people in the media, cultivating them, developing them is one way of helping to get the word out. But there is another way that may often be overlooked--word of mouth. If something goes wrong or if a school is projecting a bad image, rumor will spread the bad new very rapidly. We need to use word of mouth to convey the good news about what is happening in our program as well. The most effective people to spread the good news are the students, the staff and the parents. If they are saying good things and have a positive attitude about the school, it is contagious and will be part of an effective public relations campaign. Probably the most effective method of public relations is person to person: parent to parent, alumni to alumni, student to student.

When people speak about public relations, the first thing considered is external public relations. We have just stated that the best people to sell our program are students, staff and parents. This points out the need for internal public relations. It is important to keep internal publics informed and positive about the program. This may seem obvious, but it can easily be overlooked.

Attracts People and Dollars

Any school that has a sound educational program (and for a Catholic school that is a sound Catholic educational program), is operated in a business-like manner and is able to tell its story will attract the interest of others. People will want to be involved in an educational program like that.

It is important to attract friends for the school, friends who possess affluence and influence. These people are able to make substantial investments in the program as well as seek investments from others. But we also need to keep in mind that schools are also interested in attracting students. Students and parents will be attracted to a quality program. A well run, quality program is also important in alumni relations. People like to be associated with a first-class program. And that is exactly what we should strive to offer.

A goal of development is also to attract major gifts. It is important to keep in mind that as ministers of development, we are giving people the opportunity to share in a very important ministry of the Church. We should exercise caution not to overlook other types of gifts that may be given, such as donated services or materials. It is not uncommon that the value of services or materials can be substantial. A development program gives people the opportunity to use their time, talent and treasure. We enable people to give a return to God for the gifts He has given to us. A very wealthy man once commented that he would like to be able to make another million dollars or more so that he could give it away. He considered his business ability a gift from God and this was his way of making a return for what he had received.

ROLE OF CHIEF ADMINISTRATOR

The chief administrator is responsible for the overall educational program. This includes providing a quality Catholic educational program, sound business management and an effective public relations program.

The chief administrator is responsible for a strong curriculum with religion as a focus, as well as hiring competent teachers to assure quality. Active participation in the religion program gives credibility to the fact that religion is the unique value of the educational program.

In the area of business management, the chief adminstrator is responsible for the financial aspect of the program. Planning for the present and the future is a part of sound business management and also gives stability to a program.

As the primary spokesperson for the school, the chief administrator plays a major role in public relations. This person should be active in the recruitment program. Future students and parents know they are important when the leader

of the educational program invites them to become a member of the school family. In my opinion, if it is important to recruit students for the school, it is important that I be there. The chief administrator should also be the one who relates with and reports to pastors, parishes and other schools, especially those who provide students for the school.

To put it succinctly, the chief administrator is the one responsible for the direction and image of the educational program. The chief administrator sells the strengths of the program, not creating what isn't there, but focusing on what is already present.

FUNCTION CHARTS AND JOB DESCRIPTIONS

From what has been said, it may seem that the chief administrator has a lot of work to do. A look at a few job descriptions and function charts may help to put this into perspective. (Refer to attached job descriptions and function charts.)

WHAT OTHERS SAY

In the April 1985 issue of Today's Catholic Teacher, Fr. John Flynn wrote a guest editorial titled "The Development Role". This editorial addresses the role of teachers in development, but, I believe, it is also applicable to chief administrators because they are also the instuctional leaders in a school.

In this article, Fr. Flynn refers to the Catholic school as the greatest spiritual and human care delivery system of the Church. The Catholic school is entrusted with teaching the doctrine of the Church, the message of Jesus and enabling students to serve others. Teachers and administrators must be people of faith recognizing their call to holiness. A positive attitude is also extremely important. These are important elements in providing quality Catholic education as well as being strong selling points for the program. People who have these qualities have the gifts to be able to develop others. What happens in this process can be called evangelization, that is, the proclaiming and living of the Gospel.

"The Ministry of Development", an article authored by Thomas F. Jorgensen and Richard P. Garrigan, was published in the February, 1986 issue of Today's Catholic Teacher. The authors list ways of convincing others of the importance of the ministry of development, how to attract major funding and important aspects of a recruiting plan.

When one is convinced of the importance of the ministry of development, it is then important to convince others of the importance of this special ministry. The first step in doing so is to gain the approval of the Board of Education; second, in-service the faculty about development and

establish a faculty committee for the purpose of development; and third, inform alumni, parents, students and others about development and the development program.

To attract major funding, the following is suggested:

1. List major gift options.
2. Be certain that publications tell your story and are professionally done.
3. Identify previous donors.
4. Target prospects.
5. Identify major gift prospects among alumni.
6. Heighten awareness of the uniqueness of your program.
7. Establish good record-keeping and acknowledgement procedures.
8. Establish an action-oriented development committee.
9. Make calls, make calls and then make more calls.
10. Hire a development officer.

For an effective recruiting program, it is important to remember the faith dimension as the unique quality of a Catholic educational program. Recruiting students is in essence recruiting people for Christ. One of the most effective means of recruiting is on a one-to-one basis, student to student and parent to parent. Students, parents and teachers are the best recruiters.

The faith dimension should never be overlooked. Fr. Flynn, Mr. Jorgensen and Mr. Garrigan agree and stress that the faith dimension is the most important element in the story of Catholic education.

DEVELOPMENT IN A CATHOLIC SCHOOL

Catholic education is a vital ministry of the Catholic Church. A Catholic educational program provides the opportunity to proclaim the Gospel, to teach young people about their faith and also to help them learn to live the faith they profess. Catholic education brings people to Christ and Christ to people.

The ministry of development is an integral part of the ministry of Catholic education. The ministry of development is really one of developing people, helping people to grow. The role of the chief administrator is pivotal in this ministry, for that person is responsible for the development program internally as well as externally.

Internally, it is important to work with, or to develop, faculty and staff, from janitor to department heads, from Board members to bus drivers. It is also the chief administrators responsibility to develop parents and students. The condition of the physical plant and the grounds need to speak quality, as does the educational program and management. All of these are elements of the image that is projected to others.

Externally, the development ministry is concerned with developing alumni, alumni parents, businesses and

corporations, foundations, individual friends of the school, pastors, principals and prospective students. These are the ones who perceive the image that is projected.

For a development program to be effective, I believe it is necessary that there be positive interaction between all aspects of the development program.

Above all, one should always keep in mind that development is a ministry. The goal of this ministry is to develop people, that is, to bring Christ to people and people to Christ.

SUMMARY

Quality Catholic education, sound business management and effective public relations are the pillars of a successful development program. These are the ingredients that attract people and dollars to a program.

The chief administrator is responsible for the direction and image of a program. It is that person's responsibility to provide the aforementioned ingredients of a development program. The chief administrator should take an active role in recruiting and should be willing and able to make calls.

Catholic education is a vital ministry of the Catholic Church and a primary means of evangelization. Development is a part of that ministry. Developing people is actually bringing Christ to people and people to Christ.

To teach students today, to help them to learn about their faith and then to be able to help them live that faith, to be able to provide quality Catholic education, to give others the opportunity to share in that ministry by investing their time, talent and treasure is truly building the future of the Church.

"Then Jesus took a little child, stood him in their midst, and putting his arms around him, said to them, 'Whoever welcomes a child such as this for my sake welcomes me. And whoever welcomes me welcomes, not me, but Him who sent me.'" (Mark 9:36-37)